

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2018/2019 SESSION

DBS5018 – BUSINESS MANAGEMENT

(All sections / Groups)

2 MARCH 2019
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 11 pages with 2 sections.
2. Answer ALL questions.
3. For section A, shade your answers in the OMR sheet provided.
4. For section B, write your answers in the answer booklet provided.

SECTION A [50 Marks]

1. Increasing the cost of materials is an example of which of the following forces of change?
- A. Agent change.
 - B. Internal change.
 - C. External change.
 - D. Organisational change.

2.



Picture 1

- Picture 1 above shows the Lewin's view of change in an organisation. Which of the following is the correct three-step change process?
- A. Refreezing – freezing – changing.
 - B. Changing – Refreezing – freezing.
 - C. Unfreezing – changing – refreezing.
 - D. Refreezing – changing – unfreezing.
3. Mr. Nafis's employees who are resistant to change can be fixed using the following techniques **EXCEPT** _____.
- A. participation
 - B. team building
 - C. facilitation and support
 - D. education and communication
4. Team building, survey feedback and process consultation are interpersonal work relationships that are well known as _____.
- A. structure development
 - B. operation development
 - C. workforce development
 - D. organisational development
5. Which of the following is **NOT** a condition that facilitate change?
- A. Fragile culture.
 - B. Certainty vision.
 - C. Changes in leadership.
 - D. Dramatic crisis occurs.

Continued...

6.

Miss Cahaya Imani did not achieve her sales quota for the last one month and she is completely dissatisfied and started procrastinating her daily job.

Statement 1

Statement 1 above is related to the symptoms of stress faced by Miss Cahaya Imani. Which category of symptom is most relevant to the above situation?

- A. Physical.
 - B. Behavioural.
 - C. Psychological.
 - D. Cognitive attitude.
7. Which of the following refers to the type B personality?
- A. Relaxed, easygoing and accept change easily.
 - B. Extraordinary demand for change and opportunity.
 - C. Inner conflict with reluctance to accept change and anxiety.
 - D. Chronic sense of urgency and an excessive competitive drive.
8. Someone who is able to combine ideas in a unique way or makes unusual association between ideas is described as _____.
- A. tolerance
 - B. creative
 - C. leadership
 - D. innovation
- 9.
- Mr. Robert is a well-known manager who is enthusiastic about innovation in his company through his new ideas, building support, overcoming resistance and ensuring the implementation of innovation.

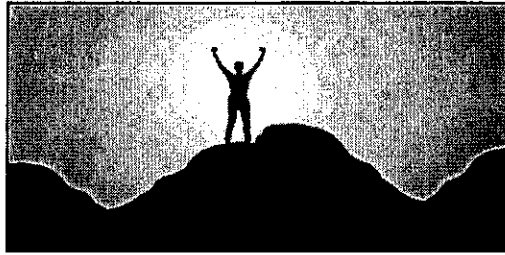
Statement 2

According to Statement 2 above, who is Mr. Robert?

- A. Innovator.
 - B. Idea developer.
 - C. Idea champion.
 - D. Champion seekers.
10. Stimulate Innovation can be categorised into 3 types of variables which is structural, human resource and cultural. Which of the following is the most suitable cultural variable?
- A. Organic structure.
 - B. High job security.
 - C. Minimal time pressure.
 - D. Tolerance of risk and conflict.

Continued...

11.



Picture 2

Picture 2 above illustrates a person who is energised, directed and sustained towards attaining a goal. Which of the following is most significant to the picture above?

- A. Motivation.
- B. Performance.
- C. Achievement.
- D. Development.

12.

Mr. Syahmi Nazmi extremely enjoys his work, responsible, self-directed and always comes out with brilliant and creative ideas.

Statement 3

Statement 3 above related to the McGregor's theory. Which of the following theory describes Mr.Syahmi?

- A. Theory X.
- B. Theory Y.
- C. Theory of need.
- D. Theory of motivation.

13. Mr. Irfan Dannial most probably demotivated and lacks enthusiasm in his daily job due to lack of friends and close interpersonal relationship. Which of the following motivation theory is correlated with Mr. Irfan?

- A. Need for power (nPow).
- B. Need for affiliation (nAff).
- C. Need for achievement (nAch).
- D. Need for development (nDvp).

14. _____ is the drive to succeed and excel in relation to a set of standards.

- A. Need for power (nPow)
- B. Need for affiliation (nAff)
- C. Need for achievement (nAch)
- D. Need for development (nDvp)

Continued...

15.



Picture 3

- Picture 3 above shows Mr. Panicker who believes that he is capable of performing a task by working hard. Which of the following is most appropriate?
- A. Self-drive.
 - B. Self-desire.
 - C. Self-motive.
 - D. Self-efficacy.
16. In general, designing motivation job becomes a compulsory requirement in providing an excellent environment among workforce. If you are a manager, which of the following is **TRUE** about job enlargement?
- A. The degree of control employees have over their work.
 - B. The horizontal expansion of a job by increasing job scope.
 - C. The vertical expansion of a job by adding planning and evaluating.
 - D. The different task required and frequency with which those task are repeated.
17. Vision Sdn. Bhd. requires _____ among their workforce to carry out different activities so that they can implement tasks using different methods and talents.
- A. autonomy
 - B. skill variety
 - C. task identify
 - D. task significant
18. The dimension of _____ refers to the degree to which a job provides substantial freedom, independence, and discretion to the individual in scheduling the work and determining the procedures to be used in carrying it out.
- A. feedback
 - B. autonomy
 - C. skill variety
 - D. task identify
19. Compressed workweek, flextime and job sharing are among the examples of integrating _____ in workplaces.
- A. flexibility
 - B. reward linkage
 - C. diverse employees
 - D. work activity

Continued...

20. The following are true in motivating contingent workers **EXCEPT** _____.
- A. opportunity of training
 - B. equity in company stock or shares
 - C. equity in compensation and benefit
 - D. opportunity to become permanent employee

21.

“Creates an inspiring vision of the future. Motivates and inspires people to engage with that vision”.

Statement 4

Statement 4 above describes someone who influences others and has managerial authority in the entire organisation. Which of the following is most relevant?

- A. Leader.
 - B. Top leader.
 - C. Leadership.
 - D. Team work.
22. As a manager, Miss Maria Gonzales considers to build a trustworthy relationship among followers by being non-deceitful and showing high consistency between her words and deeds. Miss Maria is associated with which of the following leadership traits?
- A. Drive.
 - B. Extraversion.
 - C. Self-confident.
 - D. Honesty and integrity.
23. Mr. Nabell Patrick does all the thinking, makes all the decisions, and limits employee participation. Which of the following style of leadership refers to him?
- A. Autonomy style.
 - B. Autocratic style.
 - C. Democratic style.
 - D. Laissez-faire style.
24. What are the three behavioural dimensions by Ohio State studies?
- A. Readiness – path goal – situational leader.
 - B. Leader member – task structure – position power .
 - C. Initiating structure – consideration – high-high leader.
 - D. Task structure – situational leader – member consideration.
25. _____ leaders will lead primarily by using social exchanges.
- A. Authentic
 - B. Visionary
 - C. Transactional
 - D. Transformational

Continued...

26. Which of the following is **NOT** an ethical leadership?
- A. Put public safety ahead.
 - B. Holds guilty employees accountable.
 - C. Creates a great culture and environment.
 - D. Reduce employee needs and welfare.

27.

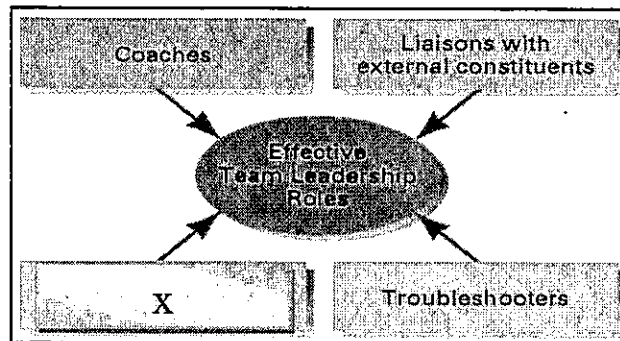


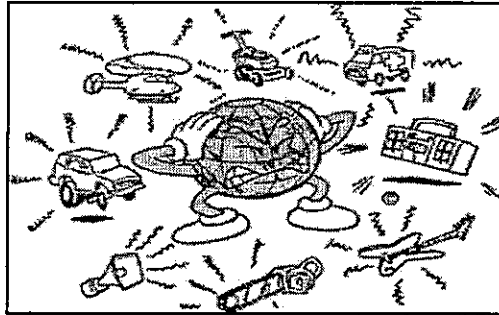
Figure 1

- Figure 1 above illustrates the four specific leadership roles. What is X?
- A. Conflict manager.
 - B. Openness manager.
 - C. Credibility manager.
 - D. Competent manager.
28. Integrity, competence, openness, consistency and loyalty are the five dimensions of _____.
- A. trust
 - B. culture
 - C. obligation
 - D. responsibility
29. The following items are considered as **TRUE** components of building trust **EXCEPT** _____.
- A. be fair
 - B. demonstration
 - C. fulfill promises
 - D. speak the feeling
30. _____ involves a company's manager increasing the decision-making discretion of workers.
- A. Endorsement
 - B. Achievement
 - C. Authorisation
 - D. Empowerment

Continued...

31. When communication takes place between two or more people, it might be considered as _____.
- A. communication
 - B. grapevine communication
 - C. interpersonal communication
 - D. organisational communication

32.



Picture 4

Picture 4 above is associated with the disturbance that interferes with the transmission of a message. Which of the following is most accurate with the picture above?

- A. Noise.
 - B. Channel.
 - C. Decoding.
 - D. Out of control.
33. There are some reasons why people communicate with each other. Hence, the following can be considered as the functions of communication **EXCEPT** _____.
- A. motivation
 - B. information
 - C. emotional expression
 - D. respect the conversation
34. Miss Azah Joanne communicates by facial configuration, uses body movement and gesture to convey the meaning. What kind of communication method is associated with her?
- A. Encoding communication.
 - B. Formality communication.
 - C. Nonverbal communication.
 - D. Complexity communication.

Continued...

35. Ali asks questions, never interrupts, shows empathy and interest as well as avoids distractions during conversation with his employees. Which of the following terms refers to Ali?
- A. Passive listener.
 - B. Active listener.
 - C. Humble listener.
 - D. Responsible listener.

36.

Middle manager: Hi Abu! What happened to the football game last night?
Operations staff: Disappointed, boss! Our Melaka players were over confident and lacked focus. Last night's game ruined people's spirits!

Statement 5

Statement 5 above is an example of communication which is not defined by the organisation's structural hierarchy. Which of the following is most relevant?

- A. Formal communication.
 - B. Informal communication.
 - C. Professional communication.
 - D. Unprofessional communication.
37. _____ communication is a type of communication that flows from employees to manager.
- A. Lateral
 - B. Upward
 - C. Diagonal
 - D. Downward
38. *"I heard that, all employees' bonuses will be triple this year"*, said Latifah. This is an example of an unofficial information spread to everyone in a firm and often highly inaccurate. Which of the following is most appropriate term for the above situation?
- A. Grapevine.
 - B. Great time.
 - C. Vertical network.
 - D. Horizontal network.
39. The following components are the roles of communication in customer service. Which one is considered **FALSE**?
- A. Customer.
 - B. Service organisation.
 - C. Group service provider.
 - D. Individual service provider.

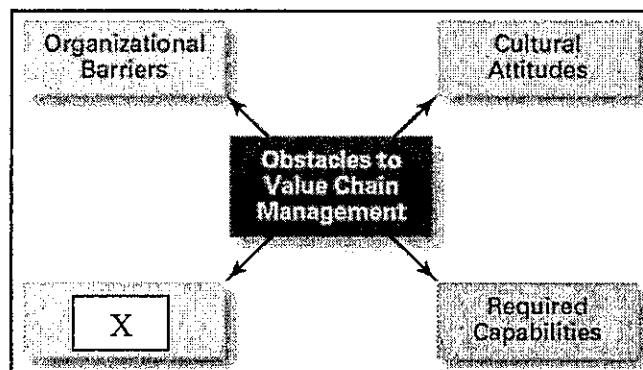
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40. Why are employees required to sharpen their writing skills?
- A. To communicate information and ideas well so that others will understand.
 - B. To enable a person to influence others to change their minds or behaviours.
 - C. To entail an understanding of written sentences and paragraph in work-related document.
 - D. To entail communicating effectively in text as appropriate for the needs of the audiences.
41. Management function that involves monitoring, comparing and correcting work performance is called as _____.
- A. leading
 - B. planning
 - C. organising
 - D. controlling
42. Which of the following is most correct about control process?
- A. Taking managerial action - measuring actual performance - comparing actual performance against standard.
 - B. Measuring actual performance - comparing actual performance against standard - taking managerial action.
 - C. Comparing actual performance against standard - measuring actual performance - taking managerial action.
 - D. Measuring actual performance - taking managerial action - comparing actual performance against standard.
43. What is organisational performance?
- A. Half result of every management function.
 - B. End result of individual and group activities.
 - C. Accumulated result of all the organisation's work activities.
 - D. Corrective result of all the organisation's department activities.
44. The following examples are among the discipline problems faced by an organisation. Which of the following is associated with outside activity problem?
- A. Theft.
 - B. Drug abuse.
 - C. Abuse of sick leave.
 - D. Unauthorised strike.
45. Employee thefts are related with any unauthorised action of taking company's property for their _____ use.
- A. family
 - B. friend
 - C. personal
 - D. subordinate

Continued...

46. Murata Inc. produces a lot of frozen doughnuts to fulfill the society's needs, wants and demands. What is Murata Inc.?
- A. Supply organisation.
 - B. Service organisation.
 - C. Manufacturing organisation.
 - D. Customer-oriented organisation.
47. High _____ of a company can lead to economic growth and development.
- A. liability
 - B. capital
 - C. strategy
 - D. productivity
48. Which of the following is **NOT** the benefit of value chain management?
- A. Improves logistic.
 - B. Improves procurement.
 - C. Improves investor relationship.
 - D. Improves product development.

49.



Picture 5

Picture 5 above shows the obstacles in managing value chain. What is X?

- A. People.
 - B. Capital.
 - C. Resources.
 - D. Managerial.
50. BestPiq Sdn. Bhd. produces pregnancy products for consumers. The company can fulfill the demands regardless of location, time, quantity as well as how customers want it. Which of the following is most significant?
- A. High customization.
 - B. Mass customization.
 - C. Focus segmentation.
 - D. Wide customization.

Continued...

SECTION C [50 Marks]**QUESTION 1**

- (a) Define disruptive innovation. (2 marks)
- (b) State the **FOUR (4)** reasons why people are reluctant to change. (4 marks)
- (c) Briefly explain any **TWO (2)** types of changes managers face. (4 marks)
- (Total: 10 marks)

QUESTION 2

- (a) Herzberg's Two-Factor Theory are associated with job satisfaction and dissatisfaction. State any **FIVE (5)** motivator factors that increase job satisfaction. (5 marks)
- (b) Illustrate a complete Maslow's hierarchy of needs diagram and briefly explain each level. (5 marks)
- (Total: 10 marks)

QUESTION 3

- (a) Define charismatic leader. (2 marks)
- (b) State the **FOUR (4)** types of leadership behaviours. (4 marks)
- (c) Briefly explain any **TWO (2)** types of managing power. (4 marks)
- (Total: 10 marks)

QUESTION 4

- (a) What is ethical communication and state **TWO (2)** examples of unethical communication. (4 marks)
- (b) Briefly explain the **THREE (3)** barriers to communication. (6 marks)
- (Total: 10 marks)

QUESTION 5

- (a) Define operation management. (2 marks)
- (b) List down any **FOUR (4)** value chain strategy requirements. (4 marks)
- (c) What is quality and state **TWO (2)** quality goals. (4 marks)
- (Total: 10 marks)

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